



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

IN REPLY REFER TO

OPNAVINST 5420.108B
N80X
9 March 2001

OPNAV INSTRUCTION 5420.108B

From: Chief of Naval Operations

Subj: CHIEF OF NAVAL OPERATIONS (CNO) EXECUTIVE DECISION
PROCESS

Encl: (1) Supporting Panels of the Navy Review Board
(2) Procedures for the Resources Review Board (R2B) or
Integrated Resources Review Board (IR2B)
(3) Procedures for the Navy Requirements Oversight Council
(NROC) or CNO Executive Board (CEB)
(4) Flow of Issues in the CNO Executive Decision Process

1. **Purpose.** To issue a framework of deliberative meetings through which significant issues can be decided by senior Navy leaders. This instruction is a substantial revision and should be reviewed in its entirety.

2. **Cancellation.** OPNAVINST 5420.108A.

3. **Background.** Decisions in the Navy are made at the lowest practicable level in the chain of command. Occasionally, issues of such scope and import arise that the most senior leaders must be involved in their resolution. The deliberative meetings described below provide a framework in which issues are resolved at the lowest possible level and, when appropriate, elevated to a higher level in an orderly manner. Briefings presented to the CEB should be well thought out with reasonable and viable options and accurate costing information.

4. **Organization.** The CNO Executive Decision Process includes three levels of meetings during which issues of significant importance to the Navy are identified, decided, or framed for decision at the next higher level. These are the two-star Navy Review Board (NRB), the three-star Resources Review Board (R2B) along with the three-star Integrated Resources Review Board (IR2B), the four-star Navy Requirements Oversight Council (NROC) and the CNO Executive Board (CEB). Information on each follows:

a. **Navy Review Board (NRB).** The two-star NRB provides a working forum for reviewing issues or condensing complex issues and programs into recommendations for decision by the NROC or

OPNAVINST 5420.108B
9 March 2001

CEB. The Board serves as the focal point for managing requirements and policy issues (JROC or Planning Programming Budgeting System (PPBS)) for the Navy. Enclosure (1) outlines the forum, attendance and procedures for the supporting panels of the NRB.

(1) The Board shall be chaired by Director, Programming Division (N80) for PPBS-related issues. For requirements-related issues, whether readiness or warfare-related, the Board shall be chaired by Director, Assessments Division (N81). It shall consist of members of the following organizations:

Chief of Naval Operations (CNO) (N80, N81, N82, N83, N89, N70, N74, N75, N76, N77, N78, N79, N12, N2B, N4B, N43, N46, N51, N6B, N7B, N091, N093, N095, N096, N09B, N09G, N00N)

Commandant of the Marine Corps (Assistant Deputy Commandant (ADC), Programs & Resources (P&R))--Requirements related issues; (Dir, Prog Div, P&R)--Programs related issues.

Fleet Representatives (either in person or remotely)

(2) CNO (N8B, N80B, N81B, N82B) shall serve as advisors to the Board.

(3) Depending upon the topic, advisors and other attendees may include:

Office of Legislative Affairs (LA-5)

Director, Office of Program Appraisal

Director, Navy International Programs Office

Chief of Information (CHINFO)

Chief of Chaplains of the Navy / Director of Religious Ministries (CNO N097)

Vice Commander, Naval Sea Systems Command (NAVSEA)

Vice Commander, Naval Air Systems Command (NAVAIR)

Vice Commander, Naval Supply Systems Command (NAVSUP)

Vice Commander, Naval Facilities Engineering Command (NAVFAC)

Deputy Commander, Space & Naval Warfare Systems Command (SPAWAR)

Executive Director, CNO Executive Panel (N00K)

PDs (ASN (RD&A), ASN (I&E), ASN (M&RA), ASN (FM&C))

ACNO (Missile Defense) (CNO N00M)

CNA Representative

b. Resources Review Board (R2B). The three-star R2B is available for reviewing resource issues, coordinating the planning, programming, and budgeting process, and resolving major issues

involving funding prior to acquisition program decision meetings. Procedures outlining the attendance, submission of a R2B topic, responsibilities and conduct of a R2B are outlined in enclosure (2). Because many issues will proceed directly from an NRB to an NROC or CEB, this Board shall only meet at the call of CNO, VCNO or N8.

(1) The Board shall be chaired by the Deputy Chief of Naval Operations (Resources, Requirements and Assessments) (N8) and consist of principals of the following organizations:

Chief of Naval Operations (CNO) (N1, N2, N3/N5, N4, N6,
N7, N8, N09G, N093 and N095)
Fleet Representatives (either in person or remotely)
Commandant of the Marine Corps (DC, P&R)
Director, Office of Program Appraisal

(2) Chief of Naval Operations (CNO) (N8B, N80, N80B, N81, N81B, N82, N82B) shall serve as permanent advisors to the board.

(3) Depending upon the topic, other advisors and attendees may include:

Director of Test and Evaluation and Technology
Requirements (CNO N091)
Commander, Naval Air Systems Command (NAVAIR)
Commander, Naval Sea Systems Command (NAVSEA)
Commander, Space and Naval Warfare Systems Command
(SPAWAR)
Commander, Naval Facilities Engineering Command (NAVFAC)
Commander, Naval Supply Systems Command (NAVSUP)
Chief of Information (CHINFO)
Chief of Legislative Affairs
Deputy Director, Naval Nuclear Propulsion Program (CNO N00N)
Oceanographer of the Navy (CNO N096)
Director, Navy Staff (CNO N09B)
CNO (N70, N74, N75, N76, N77, N78, N79)
Assistant Secretaries of the Navy
ACNO (Missile Defense) (CNO N00M)
CNA Representative

c. Integrated Resources Review Board (IR2B). During high interest program review issues affecting both the Navy and the Marine Corps and during Integrated Warfare Architecture Review (IWAR) and CNO Program Assessment Memorandum (CPAM) analytic reviews, R2B participation will be expanded to include the Office

OPNAVINST 5420.108B
9 March 2001

of the Chief of Naval Operations (OPNAV), Headquarters Marine Corps (HQMC), and Navy Secretariat (SECNAV) representation in the discussion. Termed the Integrated R2B (IR2B), it shall be co-chaired by the Deputy Chief of Naval Operations (Resources, Requirements and Assessments) (N8) and the Deputy Commandant of the Marine Corps (Programs and Resources) (DC, P&R). Principals include:

Assistant Secretaries of the Navy
Chief of Naval Operations (CNO) (N1, N2, N3/N5, N4, N6, N7, N8, N09G, N093, N095)
Fleet Representatives (either in person or remotely)
Commandant of the Marine Corps (DC, P&R)
Director, Office of Program Appraisal
Deputy Commanding General Marine Corps Combat Development Command (MCCDC)
Commander, Materiel Command (MATCOM)
Headquarters Marine Corps (IGMC; Director, C4; Director, Intelligence Div; DC (AVN); DC (Installations & Logistics); DC (M&RA); DC (Plans and Operations))

(1) Chief of Naval Operations (CNO) (N8B, N80, N80B, N81, N81B, N82, N82B) shall serve as permanent advisors to the board.

(2) Depending upon the topic, other advisors and attendees may include:

Commander, Naval Air Systems Command (NAVAIR)
Commander, Naval Sea Systems Command (NAVSEA)
Commander, Space and Naval Warfare Systems Command (SPAWAR)
Commander, Naval Facilities Engineering Command (NAVFAC)
Commander, Naval Supply Systems Command (NAVSUP)
Deputy Director, Naval Nuclear Propulsion Program (N00N)
Director of Test and Evaluation and Technology Requirements Division (CNO N091)
Oceanographer of the Navy (CNO N096)
Director, Navy Staff (N09B)
CNO (N70, N74, N75, N76, N77, N78, N79)
Chief of Information (CHINFO)
Chief of Legislative Affairs
ACNO (Missile Defense) (CNO N00M)
CNA Representative

d. Navy Requirements Oversight Council. This four-star chaired Board shall review all requirements issues, including warfare, support and readiness. It may also review issues of Navy equity before they begin a JROC (Joint Requirements Oversight

Council) process. Issues will be generated from fleet readiness requirements issues, Mission Needs Statements, Analysis of Alternatives or Operational Requirements Documents as they flow through the system. The VCNO or N8 will determine which issues go before the NROC. Procedures outlining the attendance, responsibilities, and conduct of a NROC are outlined in enclosure (3).

(1) The NROC shall be chaired by the Vice Chief of Naval Operations (N8 in his absence) and consist of principals from the following organizations:

Chief of Naval Operations (CNO) (N1, N2, N3/N5, N4, N6, N7, N8, N70, N74, N75, N76, N77, N78, N79, N09G)
Fleet Representatives (either in person or remotely)

(2) CNO (N8B, N80, N82) shall serve as permanent advisors to the board.

(3) CNO (N81) shall serve as Executive Secretary

(4) Depending upon the topic, advisors and other attendees may include:

Director of Test and Evaluation and Technology
Requirements Division (CNO N091)
Deputy Director, Naval Nuclear Propulsion Program (CNO N00N)
Oceanographer of the Navy (CNO N096)
Director, Navy Staff (CNO N09B)
Surgeon General of the Navy (CNO N093)
Director of Naval Reserve (N095)
Commander, Naval Sea Systems Command (NAVSEA)
Commander, Naval Air Systems Command (NAVAIR)
Commander, Space and Naval Warfare Systems Command (SPAWAR)
Commander, Naval Facilities Engineering Command (NAVFAC)
Commander, Naval Supply Systems Command (NAVSUP)
Chief of Information (CHINFO)
Chief of Legislative Affairs
Assistant Secretaries of the Navy
ACNO (Missile Defense)
Deputy Commandant of the Marine Corps (Programs and Resources)
CNA Representative
Relevant Program Executive Officer and/or Program Manager

e. CNO Executive Board (CEB). The mission of the four star chaired CEB is to provide an orderly and coherent flow of information and advice to the CNO and VCNO for decisions on key issues, and to provide a clear and unambiguous record of CNO decisions and direction on those issues. Procedures outlining the attendance, submission of a CEB topic, responsibilities and conduct of a CEB are outlined in enclosure (3).

(1) The CEB principals include CNO, VCNO, ACMC, CNO (N1, N2, N3/N5, N4, N6, N7, N8, N095) and Fleet Commanders in Chief.

(2) CNO (N80) shall serve as Executive Secretary.

(3) CNO (N81, N82, and N8B) shall serve as advisors to the CEB as appropriate (determined by CNO/VCNO)

(4) Depending upon the topic, other advisors and attendees may include:

Director of Naval Nuclear Propulsion (CNO N00N)
Assistant Secretaries of the Navy
Director of Test and Evaluation and Technology
Requirements Division (CNO N091)
ACNO (Missile Defense) (CNO 00M)
Commander, Naval Sea Systems Command (NAVSEA)
Commander, Naval Air Systems Command (NAVAIR)
Commander, Space and Naval Warfare Systems Command (SPAWAR)
Commander, Naval Facilities Engineering Command (NAVFAC)
Commander, Naval Supply Systems Command (NAVSUP)
Special Assistant for Inspection Support (CNO N09G)
Surgeon General of the Navy (N093)
Chief of Information (CHINFO)
President, Center for Naval Analyses

5. Responsibilities. The VCNO is responsible for the overall operation and administration of the CNO Executive Decision Forums. CNO (N8) will be responsible for the operation and administration of the CEB/NROC processes and assist the VCNO with this responsibility through the Director, Programming Division (N80) and the Director, Assessments Division (N81) as described below.

a. CNO (N80) or CNO (N81), depending on whether the forum is PPBS or requirements oriented, is responsible for executive management of the NRB and shall establish the meeting agendas, procedures, determine attendance, disseminate schedule information, maintain records of meetings, and publish records as appropriate.

b. In addition to the responsibilities for the NRB described above, N80 or N81 (dependent upon whether the issue is PPBS-related or requirements-related) shall:

- (1) Establish administrative procedures for the CEB or NROC.
- (2) Schedule R2B, IR2B, CEB or NROC meetings.
- (3) As executive secretary, record and promulgate the decisions and directions of R2Bs, IR2Bs, CEBs and NROCs.
- (4) Schedule a NRB meeting to preview issues to be presented to a R2B, IR2B, CEB or NROC.

c. Prior to each NROC or CEB meeting, N81 shall provide the CNO (or VCNO, as appropriate) an assessment of the issue which highlights key points of discussion, likely points of disagreement, an analysis of the alternatives, and the opinions of senior Department of Defense (DOD) and Congressional leaders on the issue.

6. **Attendance.** Attendance at R2Bs, IR2Bs, NROCS and CEBs will be limited to principals only. If approved by the VCNO for an NROC or CEB and N8 for an R2B, or IR2B, a principal's deputy may attend a meeting on his or her behalf if the lack of representation in their functional area would otherwise degrade the effectiveness of the decision forum. For CEBs, NROCs, IR2Bs, and R2Bs, the Deputy OPNAV Principal Officer (OPO) for the responsible organization(s) should normally be invited.

7. **Procedures.**

a. Every effort will be directed to resolving issues at the lowest possible level. Issues will flow through the CNO Executive Decision Process as described in enclosure (4).

b. OPOs/Fleet CINCs may suggest issues for CEB/NROC deliberation by sending a memorandum to N8 well in advance of the desired CEB/NROC date. The memorandum should state the proposed topic, rationale for presentation to the CEB/NROC, and expected issues.

WILLIAM J. FALLON
Admiral, U.S. Navy
Vice Chief of Naval Operations

OPNAVINST 5420.108B
9 March 2001

Distribution:

SN DL A (Navy Department) (Less A3)
A6 (Commandant of the Marine Corps) (CMC, ACMC, DC(P&R);
IGMC; Dir C4; Dir Intel Div; DC, (AVN); DC, (I&L); DC, (P,P&O);
DC, (M&RA))
21A (Fleet Commanders in Chief)
22A (Fleet Commanders)
24 (Type Commanders)
26F (Operational Test and Evaluation Force)
41A (Commander, Military Sealift Command)
C4L (Director of Navy Laboratories)
C4EE (Center for Naval Analyses)
D2A (Center for Cost Analysis)
FD1 (Meteorology and Oceanography Command)
FF8 (Inspection and Survey Board) (PRESINSURV only)
FKA1 (Systems Commands)
FT1 (Chief of Naval Education and Training)
V12 (Combat Development Command, Marine Corps)
V28 (Marine Corps Systems Command)

All Divisions of OPNAV

SUPPORTING PANELS OF THE NAVY REVIEW BOARD

1. Supporting panels provide a working forum for deciding issues or condensing complex issues and programs into recommendations for decision by the NRB, R2B, IR2B, or CEB/NROC. The panels will convene as scheduled by the designated chairperson. The panel chair will designate permanent panel staff to coordinate activities and maintain records. The staff will include an executive secretary that will draft and distribute required actions and decision memoranda as appropriate. The panel members will recommend to CNO (N80), via the appropriate OPO, those issues and topics that should be briefed to the NRB. The purpose and composition of each panel is set forth below.

2. Ship Characteristics Improvement Panel (SCIP)

a. Purpose. To assist the NRB in meeting those responsibilities pertaining to ship acquisition and improvement by coordinating the formulation of Navy shipbuilding and conversion programs. The SCIP will deliberate on all aspects of ship acquisition and improvement. SCIP tasks include the centralized formulation and coordination of the Navy's shipbuilding and conversion programs, the Fleet Modernization Program (FMP) and ship's characteristics determinations for the active and reserve fleets. The SCIP is responsible for coordination of the planning, programming, budgeting, and support necessary for efficient and cost-effective execution of these responsibilities.

b. Chair CNO (N76)

c. Members Representatives of:

Chief of Naval Operations (CNO) (N1, N2, N4,
N6, N7B, N70, N74, N75, N77, N78, N79,
N8B, N80, N81, N82, N83, N89, N091)
Fleet Commanders in Chief
Commander, Naval Sea Systems Command (NAVSEA)
Commandant of the Marine Corps (DC, P&R)
Commander, Space and Naval Warfare Systems
Command (SPAWAR)
Assistant Secretary of the Navy (RD&A)

d. Executive Secretary Designated by Chair.

3. Air Characteristics Improvement Panel (ACIP)

a. Purpose. To assist the NRB in meeting responsibilities pertaining to aircraft acquisition and improvement by coordinating the formulation of Engineering Change Proposals (ECPs), future requirements, modifications, cost control, and all other matters pertaining to aircraft, aircraft systems, and air-launched weapons. The ACIP will deliberate on all aspects of aircraft acquisition and improvement including Instrumented Landing Systems (ILS) and Navy training plan issues. The ACIP is responsible for coordination of the planning, programming, budgeting, and support necessary for efficient and cost-effective execution of these responsibilities. In this context, the ACIP is the coordinating board within the Department of the Navy for aviation matters.

b. Chair CNO (N78)

c. Members Representatives of:

Chief of Naval Operations (CNO) (N1, N2, N4,
N6, N7B, N70, N74, N75, N76, N79, N8B,
N80, N81, N82, N83, N89, N091)
Fleet Commanders in Chief
Commander, Naval Air Systems Command (NAVAIR)
Commander, Space and Naval Warfare Systems
Command (SPAWAR)
Commandant of the Marine Corps (DC, AVN; DC,
P&R)
Assistant Secretary of the Navy (RD&A)

d. Executive Secretary Designated by Chair.

4. Non-Nuclear Ordnance Requirements (NNOR) Panel

a. Purpose. To assist the NRB in determining non-nuclear ordnance requirements to ensure maximum readiness and sustainability to counter the current and projected threat. To translate ordnance requirements to recommended programming objectives and to conduct comprehensive review of weapons lethality and effectiveness during the NNOR input review process.

b. Chair CNO (N7)

- c. Members Representatives of:
- Chief of Naval Operations (CNO) (N3/N5, N4,
N7B, N70, N74, N75, N76, N77, N78, N8B,
N80, N81, N82, N83)
Fleet Commanders in Chief
Commandant of the Marine Corps (DC, AVN; DC,
P&R)
Commander, Naval Air Systems Command (NAVAIR)

- d. Executive Secretary Designated by Chair.

5. Program Budget Coordinating Group (PBCG)

a. Purpose: To assist the PPBS community (planning, programming and budgeting) in coordinating efforts to maintain consistency between the various parts of PPBS.

b. Chair: CNO (N80, N81) or SECNAV FMB depending upon the issue

- c. Members Representatives of:
- Chief of Naval Operations (CNO) (N80, N81)
SECNAV FMB
- Other invitees:
- Assistant Secretaries of the Navy (RD&A,
M&RA, I&E)
CNO (N1, N2, N3/N5, N4, N6, N7, N7B, N8B)
Others as applicable

PROCEDURES FOR THE RESOURCES REVIEW BOARD (R2B) OR INTEGRATED
RESOURCES REVIEW BOARD (IR2B)

To facilitate candid discussion, attendance at the R2B or IR2B will be limited to the board members together with any other key principles deemed appropriate by CNO (N8) (and DC, P&R for an IR2B) on a case by case basis. Briefers and back-up personnel in attendance should be kept to a minimum with no more than four per brief.

Invitees must submit attendance names to CNO (N80) at least 24 hours in advance to ensure proper seating. Further attendance requirements for any specific topic under review by the R2B/IR2B may be requested through CNO (N80).

1. Guidelines

a. R2B briefings must strike a careful balance between brevity and completeness. They must be carefully focused to provide a solid basis for deliberations and decisions by the R2B.

b. There may be more than one topic per session; so to ensure adequate time for discussion, the briefing should not exceed 30 minutes. Pertinent additional background information should only be used as back-up material if required.

c. Three working days prior to the R2B/IR2B, the presenting organization will provide an electronic copy of the briefing package to CNO (N80). If the briefing is still in revision, a draft copy will suffice. Approximately two working days prior to the R2B/IR2B, CNO (N80) will distribute these materials electronically to all attendees. If any revisions of the brief are made after this read-ahead distribution is made, the briefing organization will prepare paper copies of the revised pages for all attendees of the R2B/IR2B.

2. Tips for a successful briefing

a. Briefings can be of two main categories: informational or decision. The brief should make clear at the beginning the category of the presentation and, if a decision is required,

OPNAVINST 5420.108B
9 March 2001

provide a clear statement of the decision desired.

b. Any funding data used should be clearly identified, (i.e., "constant" or "then year" dollars, units of measure, etc.) be consistent throughout the briefing, and include a full funding stream.

c. As various options or alternatives will be presented, a chart that clearly compares each of them and associated costing data should be included.

d. When presenting program data, briefer should clearly state the program's output-what does the program provide the Navy for the resources allocated to it?

PROCEDURES FOR THE NAVY REQUIREMENTS OVERSIGHT COUNCIL (NROC) OR
CNO EXECUTIVE BOARD (CEB)

1. Purpose. This enclosure provides amplifying guidance for the conduct of the NROC or CEB.

2. Procedures. The NRB will receive the brief and assess whether the characterization and description of the issue and quality of the presentation argue for formal NROC or CEB presentation. NRB outcomes may vary:

a. Presentations may be:

(1) Provided in electronic format to NROC or CEB members for discussion at the NROC or CEB, or

(2) Directed to undergo further revision prior to a decision on disposition.

b. If a decision briefing provides insufficient factual information, requires clearer focus or fails to develop obvious alternatives, CNO (N80/N81) will provide guidance for the necessary improvements. If the presenting organization disagrees with the CNO (N80/N81) proposed changes, resolution will be made by CNO (N8). Depending on the magnitude of the rework directed, the revised presentation may be:

(1) Returned to a formal NRB, or R2B or,

(2) Reviewed informally by CNO (N80 and N81) in a pre-NROC or CEB session.

3. Procedures Associated with the NROC or CEB After the Initial Review.

a. CNO (N80) will schedule the CEBs and NROCs.

b. The presenting organization will ensure a copy of the CEB or NROC briefing material, prepared per TAB A of this enclosure, is delivered via E-mail to N80 or N81 (depending on the brief as stated above) four working days prior to the meeting. Approximately two working days prior to the CEB, CNO (N80), or CNO (N81) for NROC, will distribute these materials

electronically to all attendees of the CEB/NROC. If any revisions to the brief are made after this read-ahead distribution is made, the briefing organization will prepare paper copies of the revised pages for all attendees of the CEB/NROC.

c. CNO (N80) or CNO (N81) will prepare a draft Decision Memorandum after the CEB or NROC, summarizing the discussion and tasking issued during the session. CNO (N80)/CNO (N81) will provide the draft memorandum to concerned organizations for review and comment prior to signature.

d. CNO (N80) or CNO (N81) will maintain historical files of CEB or NROC proceedings and keep a tickler list of outstanding CEB or NROC action items. Action responses will be forwarded via N80/N81 unless otherwise indicated. Responses to a NROC or CEB tasking which are longer than one page should be forwarded under cover of a one page (or less) summary point paper. CNO (N80) will maintain files for CEB / CNO (N81) for NROC.

4. Attendance.

a. Candid discussion and the provision of quality advice to the CNO are facilitated by small meetings. Attendance at CEBs or NROCs will therefore be limited to the principal members and others as designated. Flag level substitutes who are legitimate subject matter experts may submit their request to attend to CNO (N80) or CNO (N81) at least two working days prior to the CEB or NROC, for collating and forwarding to the VCNO for approval.

b. CEB or NROC briefings must strike a careful balance between brevity and completeness. They must be carefully focused to provide a solid basis for required CNO decisions. At the same time, the tendency to include "tutorial" background material in the body of the presentation should be avoided. CEB or NROC meetings are normally scheduled for one and a half hours. To allow adequate time for discussion, the brief should not exceed 30 minutes. Supporting material may be included as backup or bracketed on the briefing pages as a courtesy to CEB or NROC members who may be less familiar with the issue under discussion. More specific guidance for structuring CEB or NROC presentations is provided under TAB B.

BRIEFING MATERIALS FORMAT

Briefing materials should be prepared in the following manner:

- PowerPoint slide briefing formats using the CNO (N80)/(N81) template

- pages should be oriented lengthwise (landscape orientation);

- number each page consecutively;

- classification markings shall be per OPNAVINST 5510.1 series.

Submit the electronic copies to CNO (N80) or CNO (N81).

If revisions are required prior to distribution of the "read-ahead" packages, paper copies should be provided and any changes made should be indicated by highlighting, margin notation, or other obvious means.

NOTE: If the NROC brief is anticipated to be forwarded as a JROC brief, the use of the JROC brief format may be desired vice the guidance directed in this TAB.

BRIEFING STRUCTURE AND CONTENT

1. NROC or CEB content may vary widely depending on the subject. All NROC or CEB meetings may end in decision, even if only implicit; therefore, all briefs will state their purpose and fiscal impact.

2. Each NROC or CEB briefing should generally include the following elements:

- citing of the tasking which resulted in the NROC or CEB
- purpose of the briefing
- briefing outline
- decisions required
- identification of key issues
- background (only as absolutely necessary)
- status of existing policy/program (where are we now?)
- policy/program alternatives (where do we need to go and how will we get there?)
- implications to the POM and/or budget
 - + required deltas, by appropriation
 - + proposed offsets (must be identified if adequate funding is not in place)
 - + full annual funding streams
 - + program costs beyond the FYDP
- clear description of the program output (e.g., what do we get for the resources allocated or requested)
- summary
- recommendation(s)

3. Briefing slides should, insofar as possible, stand on their own without need for lengthy explanatory text.

4. Slide "turning" for all briefings will be provided by briefing organization.

NOTE: If the NROC brief is anticipated to be forwarded as a JROC brief, the use of the JROC brief format may be desired vice the guidance directed in this TAB

FLOW OF ISSUES IN THE CNO EXECUTIVE DECISION PROCESS

